



State of California

# *Employment Training Panel*

## CASE STUDY

*Arnold Schwarzenegger, Governor*

### **Roy E. Whitehead, Inc.**

Roy E. Whitehead, Inc. (REW), founded in 1955, manufactures cabinets, doors, and custom wood products in a 20,000 square foot facility located in Riverside. REW's growth and success over the last 40 years has resulted in major challenges to maintain a foothold in a very competitive market. In an effort to meet its market challenges, company leaders sought to refine their planning, organization, management skills and communications processes, as well as institute cost reductions in the its labor and re-work areas.

Following training needs and personality assessments, REW sought ETP training funds to provide team building skills and training in lean manufacturing and continuous improvement in order to better utilize the strengths of individual trainees, while, at the same time, creating a team environment. Although REW implemented a mindset that cost reduction was critical to the company and the team, management focused on the individual employees, which created an atmosphere of learning and development that previously had not existed.

REW's training program resulted in a "melting pot" of employees and departments that allowed workers to understand the importance of the organization and the roles of the various teams -- an understanding that allows the company to plan, organize and control projects from start to completion. The training program also created an environment where employees believe mediocrity is not acceptable. REW's training program was successful because the CEO completely supported the effort, the trainers created an atmosphere of successes, and the training materials and instructors were first rate.

REW was one of the first companies to participate in ETP's Small Business Program. The company trained 33 workers and earned \$23,080 in ETP training funds. Not only did REW benefit tremendously from the ETP program, the project also demonstrated that ETP could effectively assist small companies in affecting change through process improvements.

***"The ETP program facilitates essential and necessary funding, which allows small size companies the opportunity to attract professional training organizations to assist in evoking productive and profitable change."***

**David Whitehead  
Chief Executive Officer  
Roy E. Whitehead, Inc.**

For information regarding the ETP program, call ETP's Economic Development Unit at 916/327-5640 or e-mail [edu@etp.ca.gov](mailto:edu@etp.ca.gov)